DOCUMENT RESUME

ED 325 139 IR 053 339

TITLE	The New York State Public Library Service Minimum Standards. Recommended by the Committee on Minimum Public Library Standards for New York State.
INSTITUTION	New York State Library, Albany. Div. of Library Development.
PUB DATE	Aug 88
NOTE	42p.
PUB TYPE	Legal/Legislative/Regulatory Materials (090) -- Reports - Descriptive (141)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	*Administrative Policy; *Library Administration; Library Collections; Library Education; Library Personnel; Library Planning; *Library Role; Library Services; *Library Standards; *Organizational Objectives; *Public Libraries; State Programs; User Needs (Information)
IDENTIFIERS	*New York

ABSTRACT

In 1987, the Regent's Advisory Council on Libraries and the New York State Library Division of Library Development appointed a Committee on Minimum Library Standards for New York State to review and revise existing standards for public libraries, taking into consideration the Board of Regents policy on libraries. This report explains the committee's 10 minimum standards for each chartered and registered public and association library in New York State, which recommend that each library have: (1) written bylaws outlining the responsibilities of the library board of trustees; (2) a long-range plan of service and annual reports; (3) board-approved operations policies; (4) an annual budget available to funding agencies; (5) a New York State certified library director; (6) an up-to-date library collection to meet community needs; (7) a specified number of hours to be open weekly; (8) a facility to meet the community's needs; (9) equipment to facilitate access to information; and (10) printed materials available to users about the library's services. The report also outlines the implementation process for the standards, and an outline of the work done by the committee since March 1987. Appendixes address bylaws, public library roles, personnel policies, and existing regulations related to standards for public libraries. (12 references) (SD)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

IR

ED325139

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

Minor changes have been made to improve reproduction quality.

Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

NEW YORK STATE PUBLIC LIBRARY SERVICE

Minimum Standards

Recommended by the

COMMITTEE ON MINIMUM PUBLIC LIBRARY STANDARDS FOR NEW YORK STATE

August 1988

IR053339

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Robert M. Trombly

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

NEW YORK STATE PUBLIC LIBRARY SERVICE

Minimum Standards

Recommended
by the

COMMITTEE ON MINIMUM PUBLIC LIBRARY STANDARDS
FOR
NEW YORK STATE

August 1988

CONTENTS

TRANSMITTAL.....iv

LIST OF RECOMMENDATIONS FOR STATEWIDE ACTION.....vii

THE RELATIONSHIP OF STANDARDS TO STATE AID FOR PUBLIC LIBRARIES.....ix

INTRODUCTION TO THE STANDARDS.....1

STANDARDS FOR PUBLIC AND ASSOCIATION LIBRARIES.....3

Part I An Overview.....3
Part II Background and Recommendations.....6

IMPLEMENTATION.....17

THE COMMITTEE.....19

APPENDICES.....25

A. BYLAWS.....27
B. PUBLIC LIBRARY ROLES.....28
C. PERSONNEL POLICIES.....29
D. EXISTING STANDARDS.....30

BIBLIOGRAPHY.....33

COMMITTEE ON MINIMUM PUBLIC LIBRARY STANDARDS
FOR NEW YORK STATE

August 1988

TO: The Division of Library Development
The Regents Advisory Council on Libraries

SUBJECT: New York State Public Library Service: Minimum Standards, The Final Report of the Committee on Minimum Public Library Standards for New York State

Having concluded its work, the Committee on Minimum Public Library Standards for New York State herein submits to the New York State Library's Division of Library Development and the Regents Advisory Council on Libraries its final report, New York State Public Library Service: Minimum Standards, with recommendations for discussion, action and implementation.

The charge to the Committee was to develop a blueprint for action that addresses governance, support and services, staffing, collection and facilities and embodies an awareness of the fiscal, political and monitoring considerations that must be researched in order to produce a yardstick for measurement of public library service.

The Committee believes that a single set of BASIC standards that assures equivalent levels of access to public library services and resources is imperative in order to meet the informational and educational needs of all New York State residents.

The Committee is keenly aware, as a result of numerous meetings held throughout the State and eloquent correspondence received from trustees and librarians, that many public libraries will initially find facets of these recommendations difficult to achieve. The Committee is confident, however, that implementation of these BASIC standards will produce a reasonable level of library service for every New York State citizen.

Prominent in the Committee's discussions and decisions was the importance of small public libraries and the implications these proposed standards have for such libraries. Although implementation will be a challenge for small libraries and will demand significant change, such change is essential and possible.

The Committee is strongly committed to the principle that people in small communities deserve quality educational institutions as much as do people in urban centers. Libraries are different from schools and colleges in significant ways, but they are equally important to the people they serve - they are educational institutions which should be as concerned with quality and access as are schools and colleges.

The following report speaks for itself, but because there has been so much discussion over the last five months of standard S5, the Committee believes it important to provide insight to its thinking regarding the final language in S5 and its recommendations concerning limitation of trustee terms.

The requirement in standard S5 that all public libraries employ a director who holds or is eligible for a New York State Public Librarian's Certificate by the year 2000, is of utmost concern to the Committee, particularly in light of the correspondence and comments received from small libraries (those serving populations below 2500). The Committee agonized over this issue and discussed it at great length, as several members felt strongly that the requirement would be much too difficult for small libraries to meet, even in a 12 year time period. Yet, there is equally strong feeling that one of the most important elements (if not the most important element) of the formula for improvement of library services is qualified, trained professional staff. Members of the Committee believe that the standard is achievable if it is coupled with strong recommendations for increased state aid to local libraries, an implementation plan which allows for exemption of incumbent personnel, waivers for libraries that absolutely cannot find a professional director, a flexible and fair appeals process, and specific action steps to improve educational opportunities for librarianship.

One of the major reasons the BASIC standards have been pared down from 45 to 10 is because the Committee believes that with a professional librarian directing the planning for and operation of the library, that it is unnecessary to require the level of specificity exemplified in the first draft. If public libraries are to successfully fulfill their mission as chartered and registered educational institutions in this state, they must be directed by qualified professionals.

Committee members on both sides of the issue argued eloquently for their points of view. By a majority vote the requirement was left unchanged from the April draft. The Committee is very aware that this standard (S5) will be difficult to achieve, but is ready to work with Library Development, the Regents Advisory Council, the Regents, the Commissioner of Education, the Legislature and the Governor to find ways to make it a reality. It is a step that must be taken if the Regents wish to reach their goal of access to quality library service for all.

As a result of the publication and discussion of the April draft of the Committee's report, the Committee did make one change in Chapter Two (deletions to the text are in brackets and additions to the text are underlined):

5. [NONCERTIFIED DIRECTORS BE REGISTERED WITH THE DIVISION OF LIBRARY DEVELOPMENT AND THAT THESE DIRECTORS BE GIVEN AN APPROPRIATE TITLE, OTHER THAN LIBRARY DIRECTOR OR LIBRARIAN.] CONSIDERATION OF A WAIVER FOR A NONCERTIFIED DIRECTOR WILL REQUIRE PROOF THAT SUCH INDIVIDUAL IS INVOLVED IN A CONTINUING EDUCATION PROGRAM FOR LIBRARY SKILLS AND SERVICES.

Limitation of trustee terms is NOT a proposed standard that must be met. However, limiting the length of service for public library trustees is highly recommended by the Committee. This is important, particularly in library service areas where trustees are appointed, not elected. All public library trustees should consider limiting their years of service in order to ensure broad community representation on the Board and to enhance the vitality of the library.

As New York State moves toward the year 2000, exciting opportunities exist for public libraries as they fulfill their individual missions as centers for community information, popular reading materials, family and independent learning, formal educational support, reference and/or research. The Committee firmly believes that implementation of the "List of Recommendations for Statewide Action" coupled with proposed revisions in State Aid will set a clear course for excellence and equality of public library service in the Empire State.

Sincerely,

Elizabeth Manion

Elizabeth Manion
Chairperson

Irene Duszkiewicz
Maureen Ferrell
Alan Greengrass
Patricia Liening
Bernice MacDonald
Christine McDonald
Roy Miller
Claudya Muller
Joyce Perry
Stanley A. Ransom
Carlton Sears
Elizabeth Stevenson
Frank T. Wood, Jr.

LIST OF RECOMMENDATIONS FOR STATEWIDE ACTION

The support structure that must accompany implementation of the Standards both now and in the future is as important to the Committee as the Standards themselves.

To achieve maximum benefit from the proposed standards and to keep public library service paced with changing demographics and emerging technologies, the Committee recommends:

1. Implementation of the ten minimum standards outlined in New York State Public Library Service: Minimum Standards through Commissioner's Regulations adopted by the Board of Regents.

2. A mandate for public library service in New York State and recognition, via that mandate, that public libraries share an equality of mission with public schools in providing educational opportunities for our populace.

3. Direct annualized State Aid to public libraries which allows them to meet and hopefully exceed minimum public library standards and which keeps pace with the economy and the evolving demands of a diverse society.

4. A comprehensive review of educational opportunities and programs currently available in the field of librarianship focusing on location, availability and content. Future educational opportunities approved by the Commissioner of Education should not be limited to the formal classroom environment but should explore avenues such as Empire State College, self-study guides, inter-active video, distance learning, etc.

5. Formulation by the Division of Library Development and the public library systems of a diversified, strong, and ongoing continuing education program for library professionals, non-professionals and trustees that assures their ability to be continuously well-informed and abreast of current thinking and trends.

6. A New York State Education Department scholarship incentive program to promote interest in the profession of librarianship among persons immediately post-college, those contemplating a career change and those returning to the workplace after a period of absence.

7. A review process which would assure that these standards are examined, and if necessary revised, at least once every five years by a committee composed of Library Development staff and members of the public library community.

THE RELATIONSHIP OF

NEW YORK STATE PUBLIC LIBRARY SERVICE: MINIMUM STANDARDS

TO

STATE AID FOR PUBLIC AND ASSOCIATION LIBRARIES

The Committee on Minimum Public Library Standards for New York State is committed to the idea that the quality of public library service available to the citizens of New York should be the best in the nation.

To encourage the further development of quality services, the Committee has recommended ten minimum standards with which all chartered and registered public and association libraries will be expected to comply within three years of their adoption as a part of Commissioner's Regulations. The implementation of these standards will require significant changes in some libraries and some library services, and will only be possible with significant improvement in state aid to public and association libraries.

In many communities, additional funding for library service will be difficult to develop. Therefore, the State, recognizing the importance of libraries both to lifelong learning and to the quality of life, especially in rural areas, must find ways to help support the implementation of these standards.

The regulations governing the state aid must be such that libraries most in need are not denied the aid that would allow them to improve in their services.

To insure a basic level of service for all New York residents, a program of continuing state aid should be granted for each library, so long as the library demonstrates progress toward meeting the new standards. If, however, after a reasonable period of time, an individual library demonstrates that even with additional funding it is unable to expand and improve services, then cessation of further aid should be considered.

A library that has made extraordinary efforts to convince its community to support services should also be recognized in terms of the awarding of state aid. A library that has achieved high levels of support should not be penalized by being denied access to new state aid because of its financial success in the past.

Any funding given to public libraries to achieve the new minimum standards should be set up so that local jurisdictions will not be allowed to restrict or diminish their support and replace local support with state dollars.

At no point should state aid reach such a percentage of a library's budget that local control would be forfeit. The major strength of the public libraries of the United States lies in their responsiveness to local communities. This will only continue and can only exist so long as the majority of the funding and the control is at the local level. State standards and state aid must be used to enhance and supplement, but not control this service.

INTRODUCTION TO THE STANDARDS

"Every resident of New York State should enjoy timely and free access, through local libraries working within library systems, to a full range of informational resources and services, provided without restriction of censorship or violation of privacy".

Policy adopted by the Board of Regents, June 25, 1982.

Early in 1987, the Regents Advisory Council on Libraries and the New York State Library Division of Library Development appointed a Committee on Minimum Public Library Standards for New York State to review and revise existing standards for public libraries taking into consideration the Board of Regents policy on libraries.

Standards for public libraries in New York State had not been revised since 1950. Societal change has had a significant impact on the needs of New York State citizens for library service. Major advancements in technology have affected and will continue to affect all aspects of library service and library operation. Recent publications of the American Library Association, A Planning Process for Public Libraries, Planning and Role Setting for Public Libraries, and Output Measures for Public Libraries provide librarians and trustees with the means to evaluate the local library's effectiveness in meeting user needs. New management strategies recognize the diversity in local communities, stress local planning and accountability, and encourage the selection of appropriate library service roles.

"A great strength of the public library tradition has been the concept of the library as a part of a comprehensive system of public education. The state's commitment to this tradition must be reaffirmed and support for full and unrestricted access to information must be strengthened."[1]

[1] Meeting Information Needs of the 80's. Report of the Commissioner's Committee on Statewide Library Development, Albany: The State Education Department, 1981.

The Committee on Minimum Public Library Standards for New York State recognizes the need for standards for chartered and registered public and association libraries which will ensure that a basic level of library service is available to every resident of New York State.

Ten minimum standards are outlined in Part One of the first chapter of this document. In Part Two, **Background and Recommendations**, each of the standards is repeated and is followed by text which further explains the thinking of the Committee. The Committee urges librarians and trustees to consider implementing the ideas and concepts presented in the narrative, even if their library already complies with all of the standards outlined in this document. Information and assistance for implementation of the Committee's recommendations is available from your public library system.

Communities planning to establish a new library will need to provide levels of service which comply with the minimum standards outlined in this document. It is recommended, although not required, that existing branches of chartered and registered public and association libraries meet the standards as appropriate.

The second chapter, **Implementation**, outlines the recommendations of the Committee in regard to the implementation process, including an appeals procedure for libraries to follow if they are unable to comply with the minimum standards. Chapter Three describes the appointment of the Committee, includes a timeline of activities, and a list of Committee members. Four appendices address in detail bylaws, public library roles, personnel policies, and existing Education Law and Commissioner's Regulations related to standards for public libraries. A bibliography which lists materials referred to in this document or used by the Committee is also included.

CHAPTER ONE

STANDARDS FOR PUBLIC AND ASSOCIATION LIBRARIES

PART I - AN OVERVIEW

The Committee on Minimum Public Library Standards for New York State believes that every resident of New York State should have access to a full range of library resources, materials, and services, as appropriate to his or her needs. The Committee also recognizes that each community will differ greatly in its needs and priorities, and its ability to fund library service. Nevertheless, every resident of New York State deserves reasonable access to a basic level of public library service.

In order to provide this basic level of service to all New York State residents, the Committee recommends that EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL:

S1 BE GOVERNED BY WRITTEN BYLAWS WHICH OUTLINE THE RESPONSIBILITIES AND PROCEDURES OF THE LIBRARY BOARD OF TRUSTEES.

S2 HAVE A BOARD-APPROVED, WRITTEN LONG-RANGE PLAN OF SERVICE AND PRESENT AN ANNUAL REPORT TO THE COMMUNITY ON THE LIBRARY'S PROGRESS IN MEETING ITS GOALS AND OBJECTIVES.

S3 HAVE BOARD-APPROVED WRITTEN POLICIES FOR THE OPERATION OF THE LIBRARY.

S4 PRESENT ANNUALLY TO APPROPRIATE FUNDING AGENCIES A WRITTEN BUDGET WHICH WOULD ENABLE THE LIBRARY TO MEET OR EXCEED THESE STANDARDS AND TO CARRY OUT ITS LONG-RANGE PLAN OF SERVICE.

S5 EMPLOY A DIRECTOR WHO HOLDS OR IS ELIGIBLE FOR A NEW YORK STATE PUBLIC LIBRARIAN'S CERTIFICATE. THE LIBRARY SHALL EMPLOY IN ALL OTHER PROFESSIONAL LIBRARIAN POSITIONS ONLY PERSONS WHO HOLD OR ARE ELIGIBLE FOR SUCH A PUBLIC LIBRARIAN'S CERTIFICATE. A LIBRARY SHALL COMPLY WITH THIS STANDARD AS FOLLOWS:

POPULATION SERVED	DATE OF COMPLIANCE
7,500 plus	May 19, 1975 as per current Commissioner's Regulations.
2,500 - 7,499	Three years after the adoption of this standard as a part of Commissioner's Regulations*
0 - 2,499	January 1, 2000*

*Incumbent directors who do not meet this qualification on the date of the adoption of these standards as a part of Commissioner's Regulations shall be granted an exemption from this requirement.

S6 HAVE AVAILABLE AN ORGANIZED, UP-TO-DATE COLLECTION OF MATERIALS SELECTED TO MEET COMMUNITY NEEDS AND SHALL PERIODICALLY MEASURE THE EFFECTIVENESS OF THAT COLLECTION IN MEETING COMMUNITY NEEDS.

S7 BE OPEN THE FOLLOWING SCHEDULED HOURS:

CHARTERED POPULATION	MINIMUM WEEKLY HOURS OPEN
UP TO 500	12
500 - 2,499	20
2,500 - 4,999	25
5,000 - 14,999	35
15,000 - 24,999	40
25,000 - 99,999	55
100,000 AND ABOVE	60

S8 MAINTAIN A FACILITY TO MEET COMMUNITY NEEDS, INCLUDING ADEQUATE SPACE, LIGHTING, SHELVING, SEATING, ACCESS BY THE HANDICAPPED, AND RESTROOM.

S9 HAVE A TELEPHONE, PHOTOCOPIER, MICROCOMPUTER AND OTHER EQUIPMENT TO FACILITATE ACCESS TO INFORMATION.

S10 DISTRIBUTE PRINTED INFORMATION LISTING THE LIBRARY'S HOURS OPEN, BORROWING RULES, SERVICES, LOCATION AND PHONE NUMBER.

STANDARDS FOR PUBLIC AND ASSOCIATION LIBRARIES

PART II - BACKGROUND AND RECOMMENDATIONS

S1 EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL BE GOVERNED BY WRITTEN BYLAWS WHICH OUTLINE THE RESPONSIBILITIES AND PROCEDURES OF THE LIBRARY BOARD OF TRUSTEES.

According to the requirements of Section 260 of the Education Law, public libraries shall be managed by a Board of Trustees. The Board of Trustees of a public or an association library is responsible for developing policies, assuring adequate financing and money management, improving public relations, and planning and evaluating progress toward established goals. Active management of the library is delegated to a qualified director, who is hired and evaluated by the Board. Clearly formulated, specific bylaws will assist each member of the Board of Trustees in performing the duties of the office of a library trustee. In addition to bylaws, the library and Board must comply with local, state and federal laws (e.g. open meetings, copyright, confidentiality of records, equal employment opportunity). Appendix A on page 23 lists suggested topics to be specified in the bylaws.

Bylaws should address the composition of the Board of Trustees. It is in the best interest of the community that the library be governed by an active group of trustees representing a broad range of interests and expertise. The Board should be representative of the entire community, and an active search for new and interested potential Board members should be ongoing. The Committee recommends that trustees serve for no more than two consecutive terms. Bylaws should include a description of the terms of office as outlined in the library's charter.

It is important to hold regularly scheduled Board meetings each year and provision for this should be included in the bylaws. In order to successfully accomplish all the duties of the Board, the Committee recommends that a minimum of six regular meetings a year be held. Meetings should be scheduled at a time and place convenient for the Board and community, and in accordance with the State law on open meetings. The director should be in attendance, and minutes should be made available for public study.

Bylaws should address the duties and responsibilities of trustees. An orientation program should be provided for each new Board member. Such an orientation should include attendance at a regional trustee institute or the New York State Library Trustee Institute during the first term of office. In addition, a review of the Handbook for Library Trustees of New York State will provide much of the basic information needed to perform effectively as a Board member. The Committee believes that ongoing continuing education is essential for all trustees, regardless of the number of years experience they may already have. The bylaws should make provision for attendance at conferences and workshops which will enhance a trustee's ability to lead the library.

Provision for membership in the American Library Association, New York Library Association, American Library Trustee Association, New York State Association of Library Boards, and appropriate local and regional organizations is encouraged.

S2 **EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL HAVE A BOARD-APPROVED, WRITTEN LONG-RANGE PLAN OF SERVICE AND PRESENT AN ANNUAL REPORT TO THE COMMUNITY ON THE LIBRARY'S PROGRESS IN MEETING ITS GOALS AND OBJECTIVES.**

Planning is a process that includes the formulation of stated goals and objectives to fulfill an established mission. The next step is to plan programs and activities to achieve the agreed upon objectives. Evaluation is an integral component of this process, and the plan itself should be constantly reviewed and revised with an annual report of the library's progress being presented to the community. Trustees, the director, community

members and staff should all be involved in developing the written plan and devising strategies to insure its implementation. Each library will have its own unique plan of service reflecting the needs of the local community.

According to the American Library Association's Planning and Role Setting for Public Libraries, there are several roles a library may choose in order to fulfill its mission (See Appendix B on page 24). The roles chosen, based on assessed community needs, will help determine the goals and objectives for the library, and what services the library will provide to the community. After a careful examination of local community needs, each library should develop a written plan to meet these needs, and allocate staff time and budget accordingly.

The library's written long-range plan should include a mission statement, an identification of the major roles the library shall play in the community, specific goals, measurable objectives, and a regular procedure for reviewing, evaluating and updating the plan of service. The relationship of the library to the public library system should be described in the plan of service. Trustees should encourage active cooperation of the library with the public library system.

Major areas of service may include, but are not limited to, reference and readers' advisory services, services to special populations and general programming. The library should be committed to providing programming as appropriate to its chosen roles. Cooperation with other educational institutions and community agencies can help the library focus on the services most needed. The library is obligated to make all of the services it offers to the community accessible to the handicapped.

S3 **EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL HAVE BOARD-APPROVED WRITTEN POLICIES FOR THE OPERATION OF THE LIBRARY.**

Clearly formulated policies will enable the Board of Trustees, library director and staff to provide quality library service to the community.

Every Board of Trustees should adopt the following American Library Association policies:

- "Confidentiality of Library Records"
- "Free Access to Libraries for Minors: An Interpretation of the Library Bill of Rights"
- "Freedom to Read Statement"
- "Freedom to View Statement"
- "Library Bill of Rights"

Policies should be periodically reviewed. These policies should address the following topics:

- Censorship
- Circulation
- Collection Development and Maintenance
- Emergencies
- Exhibits and Displays
- Finances
- Gifts and Special Collections
- Hours Open
- Interlibrary and Interagency Cooperation
- Materials Selection
- Patron Complaints
- Personnel (see Appendix C on page 25 for further detail)
- Programming
- Public Relations
- Relationship to the Public Library System
- Rules of Conduct for Library Users
- Services for Nonresident Borrowers
- Use of Library Meeting Rooms and Equipment

Libraries may also elect to adopt other policy statements from organizations such as the American Library Association and the New York Library Association.

S4 **EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL PRESENT ANNUALLY TO APPROPRIATE FUNDING AGENCIES A WRITTEN BUDGET WHICH WOULD ENABLE THE LIBRARY TO MEET OR EXCEED THESE STANDARDS AND TO CARRY OUT ITS LONG-RANGE PLAN OF SERVICE.**

The Board of Trustees and the library director should work together to insure that adequate funds are appropriated by local funding sources on a permanent basis to maintain the fiscal health of the library. Funds may be derived from one source or from a combination of municipal, district, county, state, and federal funds.

Other forms of financial support, such as private funds, grants and donations, should be sought on an ongoing basis. These funds may supplement, but not supplant the basic funding structure of the library.

S5 **EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL EMPLOY A DIRECTOR WHO HOLDS OR IS ELIGIBLE FOR A NEW YORK STATE PUBLIC LIBRARIAN'S CERTIFICATE. THE LIBRARY SHALL EMPLOY IN ALL OTHER PROFESSIONAL LIBRARIAN POSITIONS ONLY PERSONS WHO HOLD OR ARE ELIGIBLE FOR SUCH A PUBLIC LIBRARIAN'S CERTIFICATE. A LIBRARY SHALL COMPLY WITH THIS STANDARD AS FOLLOWS:**

POPULATION SERVED	DATE OF COMPLIANCE
7,500 plus	May 19, 1975 as per current Commissioner's Regulations
2,500 - 7,499	Three years after the adoption of this standard as a part of Commissioner's Regulations*
0 - 2,499	January 1, 2000*

*Incumbent directors who do not meet this qualification on the date of the adoption of these standards as a part of Commissioner's Regulations shall be granted an exemption from this requirement.

In addition to the director, a library must be adequately staffed by competent, well-trained personnel in order to guarantee effective and high quality library service to the community.

To insure that qualified people are hired, the library director and other staff members should have salaries, hours and benefits comparable with other positions in the community requiring similar educational preparation and job assignments.

Continuing education for staff development is essential for all library personnel. The Board of Trustees should make continuing education a priority and allocate the necessary funds in the budget. Opportunities in the form of paid leaves, conferences, and released time for the continuing education and professional enrichment of the staff should be encouraged by trustees and administrators. This may include attendance at system workshops, local, state, and national conferences.

S6 **EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL HAVE AVAILABLE AN ORGANIZED, UP-TO-DATE COLLECTION OF MATERIALS SELECTED TO MEET COMMUNITY NEEDS AND SHALL PERIODICALLY MEASURE THE EFFECTIVENESS OF THAT COLLECTION IN MEETING COMMUNITY NEEDS.**

One of the public library's primary functions is to assemble, organize, preserve and make easily and readily available to all people a variety of print and nonprint materials. Materials should be selected by certified professional library staff. Library collections should include works which represent major areas of knowledge. At the same time, the collection should meet community needs and interests. The collection should be arranged in compliance with a standard library classification system. The allocations of the materials budget should reflect the library's long-range plan for meeting the needs of children, young adults, and adults in the community.

Library materials and equipment include, but are not limited to: books, periodicals, pamphlets, government publications, newspapers, pictures, films, slides, filmstrips, art reproductions, music scores, maps, sound and video recordings, various forms of micro reproduction, television, audio and

video recorders and players, and microcomputers and software. Whatever the choice of formats, materials and equipment should be provided in sufficient quantities in areas of patron interest.

Any collection should be dynamic, vital and continually changing to meet the diverse needs of the community. Items no longer useful should be regularly withdrawn from the collection and discarded in conformance with collection development policies. The Committee recommends that at least 25% of the collection should consist of materials published or produced in the last five years.

Emphasis should be placed on the quality and appropriateness of the collection rather than the quantity of library materials. It is recommended that libraries use the measures appropriate to collections in Output Measures for Public Libraries, 2nd Edition, published by the American Library Association. These measures are designed to evaluate a library's collection in relation to meeting community needs.

S7 EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL BE OPEN THE FOLLOWING SCHEDULED HOURS:

POPULATION SERVED	MINIMUM WEEKLY HOURS OPEN
UP TO 500	12
500 - 2,499	20
2,500 - 4,999	25
5,000 - 14,999	35
15,000 - 24,999	40
25,000 - 99,999	55
100,000 AND ABOVE	60

After an analysis of levels of patron use on various days of the week and hours of the day, libraries should maintain hours of service which respond to user needs. Hours open should include some evening, weekend, and morning hours to accommodate different needs as reflected by the community.

Libraries should insure that all public service areas of the library are open and staffed all of the hours that the library is open (e.g. reference, children's department, audiovisual department) in accordance with the library's chosen roles of service.

It would be beneficial to library users for a library to advertise, promote and coordinate the hours open with libraries in neighboring communities.

S8 **EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL MAINTAIN A FACILITY TO MEET COMMUNITY NEEDS, INCLUDING ADEQUATE SPACE, LIGHTING, SHELVING, SEATING, ACCESS BY THE HANDICAPPED, AND RESTROOM.**

The physical appearance and utility of the facility in which the library is housed is a key to accessibility and use.

Adequate space should be available for all services provided by the library as determined by the plan of service. Workspace should be made available for the staff. In addition, space should be available for community meetings and for public programming as appropriate to the library's chosen roles.

A review of the physical plant and facilities should be conducted on a regular basis.

Plans for remodeling, expansion or new construction should be formulated by the Board of Trustees and the library director based on community needs. Such plans should be in compliance with established guidelines and architectural standards for use and development of library facilities. It is important that the building be accessible to the handicapped. Under the Federal law, Section 504, all new construction must provide for handicapped acces-

sibility. All existing state and federal codes should be followed.

The library should be conveniently located near the center of population density. There should be designated off-street parking or a parking lot to facilitate easy access to the library.

S9 **EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL HAVE A TELEPHONE, PHOTOCOPIER, MICROCOMPUTER AND OTHER EQUIPMENT TO FACILITATE ACCESS TO INFORMATION.**

Access is defined as availability of information and materials as well as entry to the physical facility. New York State residents of all ages should have access to the information they need in a variety of formats. Modern technology should be employed whenever possible to facilitate this goal.

The library should cooperate with the public library system's reciprocal borrowing program in order to provide New York State residents access to a full range of information resources and materials. Interlibrary loan services should be provided to persons of all ages. The Committee recommends that every library make its holdings records available to the public library system for entry into the statewide database.

The Committee believes it is crucial for a library to have minimum equipment in the facility for accessing and using information. Such equipment allows the staff to provide a wider range of library services in a timely, effective manner. Patrons can access information more conveniently and can read and use copies of materials available through interlibrary loan regardless of the format.

A telephone is no longer just a modern convenience, but a necessary tool for communication with patrons and with other libraries. Access to information about the library's services and materials should be provided to patrons via the telephone. The library's telephone number should be listed in the library's name and widely publicized. Telephone reference service should be provided all of the hours that the library is open.

A photocopier expands the resources of a small library, helps to preserve library materials from damage or theft, saves time for library patrons, and allows a library to participate more fully in interlibrary loan and reciprocal borrowing.

The Committee recommends that each library have a microcomputer, printer, modem and appropriate software which will allow the library to participate in electronic resource sharing and communication with other libraries in the public library system and elsewhere in the State.

The Committee believes that other types of equipment which allow the reader to locate and use information, as well as reproduce materials, are equally essential. Microfiche and microfilm reader/printers allow the librarian and the patron to have access to information which is not readily available in traditional print formats. Equipment requirements are changing rapidly with the advent of technologies such as CD-ROM. The Committee encourages libraries to seek expert advice on equipment options and to plan for equipment purchases which will meet community needs.

S10 **EACH CHARTERED AND REGISTERED PUBLIC AND ASSOCIATION LIBRARY IN NEW YORK STATE SHALL DISTRIBUTE PRINTED INFORMATION LISTING THE LIBRARY'S HOURS OPEN, BORROWING RULES, SERVICES, LOCATION AND PHONE NUMBER.**

A good public relations program communicates a positive image of the library. All library staff and board members contribute to this image. A public library should have an active, ongoing planned and coordinated approach to public relations if it is going to fulfill its mission.

Library policy, physical appearance and layout of the building, and signage also contribute to the image of the library. Each library should have an exterior sign in accordance with local regulations, which clearly identifies the facility as a library. Equally important are internal signs which identify different sections of the library and clearly label the collection.

Publicity refers to the means used to increase awareness of the library and library services. Providing printed information that describes the library and explains the services offered in an attractively produced format such as a brochure or bookmark is an essential element of a good public relations program. The library should also have a scheduled program of announcements for newspaper, television, and radio and utilize public service announcements. The quality, quantity, timeliness and attractiveness of the library's publicity efforts can make a tremendous difference in public attitudes toward the library.

CHAPTER TWO

IMPLEMENTATION

The Committee on Minimum Public Library Standards for New York State recommends five strategies to the Division of Library Development regarding the implementation of the basic standards proposed in this document.

Once the standards are accepted by the Board of Regents, the Division of Library Development will prepare draft Commissioner's Regulations which will be reviewed by the State Education Department's Office of Counsel, filed with the Department of State, and put forth for public comment. Final action on regulations will be taken by the Board of Regents.

THE COMMITTEE ON MINIMUM PUBLIC LIBRARY STANDARDS FOR NEW YORK STATE RECOMMENDS THAT:

1. A LIBRARY HAVE THREE YEARS AFTER ADOPTION OF THESE STANDARDS AS A PART OF COMMISSIONER'S REGULATIONS IN WHICH TO COMPLY WITH THE STANDARDS.

   An initial review of a library's compliance with Standards should be conducted during the first year of implementation. This review should be conducted by the local library, with assistance from public library system and Division of Library Development personnel as requested. Plans for compliance should be developed as a result of this initial review.

2. A STANDARDS COMPLIANCE CHECKLIST, REQUESTS FOR WAIVERS AND WRITTEN PLANS FOR FUTURE COMPLIANCE BE SUBMITTED WITH A LIBRARY'S ANNUAL REPORT.

   The Committee suggests that copies of these forms with accompanying instructions be sent from the Division of Library Development with the annual report forms.

3. THERE BE AN APPEALS PROCESS WHICH EACH LIBRARY CAN FOLLOW. THE COMMITTEE RECOMMENDS THAT THE DIVISION OF LIBRARY DEVELOPMENT AND REPRESENTATIVES FROM THE FIELD BE INVOLVED IN SUCH AN APPEALS PROCESS.

4. LIBRARIES APPLYING FOR WAIVERS FOR NONCERTIFIED DIRECTORS DEMONSTRATE STRONG EVIDENCE OF EFFORT IN ACHIEVING COMPLIANCE THROUGH ACTIVE CANVASSING FOR CERTIFIED DIRECTORS.

5. CONSIDERATION OF A WAIVER FOR A NONCERTIFIED DIRECTOR WILL REQUIRE PROOF THAT SUCH INDIVIDUAL IS INVOLVED IN A CONTINUING EDUCATION PROGRAM FOR LIBRARY SKILLS AND SERVICES.

CHAPTER THREE

THE COMMITTEE

In May 1986, the members of the Regents Advisory Council on Libraries requested that the Board of Regents and the State Librarian, Joseph F. Shubert, seek to develop new strengthened public library standards of service to insure that all residents of the State have access to quality library service. The Regents Advisory Council on Libraries presented a project plan in February 1987 which recommended that the Advisory Council work with the Division of Library Development to appoint a committee to develop recommendations for revised minimum standards. The Committee on Minimum Public Library Standards for New York State was appointed by the Regents Advisory Council on Libraries and the New York State Library Division of Library Development and met for the first time in March 1987.

Members appointed to the Committee were carefully chosen to represent a diversity of public and association library interests in the state. The Committee is composed of certified and noncertified librarians from communities both large and small, directors and staff of public library systems, library users and a library trustee. Several committee members play leadership roles in organizations such as the New York Library Association's Public Libraries Section, Reference and Adult Services Section and Youth Services Section; the Public Library Directors Association; the Central Library Directors Association; the New York State Association of Library Boards; and the Public Library Association of the American Library Association. Some members have been involved in developing standards for public libraries in other states and in similar efforts, notably the Public Library Development Project, at the national level.

The following is a description of the committee's process in fulfilling its responsibilities through April 1988, and a projection of actions through Spring 1989.

1987

MARCH — Discussion and review of the Regents Advisory Council on Libraries project plan and the relation of standards to the roles and missions of libraries.

APRIL — Comprehensive review of existing New York State standards for public and association libraries (1950) and standards from sixteen other states; study of preliminary drafts from the Public Library Association's Public Library Development Project; identification of governance, administration, services, access, collection/materials, finances and measurement as areas to be considered for statewide standards. Subcommittees appointed for each area.

MAY	Solicited opinions from 6,000 librarians and trustees through a statewide mailing.
JUNE	754 responses to statewide mailing received, analyzed and discussed.
JULY-AUGUST	Analysis of research data culled from 737 public library annual reports for 1985 and 1986: hours open, qualifications of personnel, funding levels, equipment and services, and expenditures. Discussion of possible recommendations and preparation of preliminary draft document, "Quality Public Library Service in New York State: Minimum Standards and Levels of Excellence."
SEPTEMBER	Some 4,000 copies of preliminary draft document distributed for comments; document discussed with public library system directors and trustees.
OCTOBER-NOVEMBER	1,000 librarians and trustees attended nine public meetings held throughout the state and a "program session" at the New York Library Association Conference to comment on the preliminary draft; written comments received from 200 letters; status report to Regents Cultural Education Committee.

1988

JANUARY	Written comments analyzed in detail; issues and options discussed; further research data gathered; status report to the full Board of Regents.
FEBRUARY-MARCH	Preliminary draft document re-examined and revised. Implementation strategy refined.
APRIL	Revised draft document and memorandum on relationship of standards to State Aid approved by Committee.
MAY-JUNE	Presentation of revised draft documents to Regents Cultural Education Committee; 5,000 copies of revised draft documents distributed for comments. Opinions gathered at 13 public meetings held throughout the state, written comments received from 95 letters.
JULY-AUGUST	Revised draft document re-examined in light of comments. Additional recommendations formulated and final report approved. Presentation of the Committee's final report to the Regents Advisory Council on Libraries and the Division of Library Development.

SEPTEMBER	Presentation of Committee's final report to Regents Cultural Education Committee for discussion. Presentation at Library Trustee Institute. Analysis of Committee's final report by Library Development staff.
OCTOBER	Presentations at New York Library Association Conference.
NOVEMBER-DECEMBER	Draft regulations presented to full Board of Regents for discussion, reviewed by the State Education Department's Office of Counsel, filed with the Department of State and put forth for public comment. Publication and distribution of Committee's final report by the Division of Library Development.

1989

JANUARY-FEBRUARY	Presentation of regulations to full Board of Regents for final action.
MARCH OR LATER	Regulations become effective.

THE COMMITTEE ON MINIMUM PUBLIC LIBRARY STANDARDS FOR NEW YORK STATE

CHAIR OF THE COMMITTEE: Elizabeth Manion
Director
Marlboro Free Library
Marlboro, New York

Irene Buszkiewicz
Director
Hempstead Public Library
Hempstead, New York

Maureen Ferrell
Head, Children's Services
Steele Memorial Library System
Elmira, New York

Alan Greengrass
Product Development Manager
Information Sales & Services Division
The New York Times
New York, New York

Patricia Liening
Former Director
Eden Free Library
Eden, New York
(until November 1987)

Bernice MacDonald
Deputy Director
The New York Public Library
New York, New York

Christine McDonald
Director
Crandall Library
Glens Falls, New York

Roy Miller
Executive Assistant to the Director
Brooklyn Public Library
Brooklyn, New York

Claudya Muller
Director
Suffolk Cooperative Library System
Bellport, New York

Joyce Perry
Director
Stevens Memorial Library
Attica, New York

Stanley A. Ransom
Director
Clinton-Essex-Franklin Library System
Plattsburgh, New York

Carlton Sears
Director
Broome County Public Library
Binghamton, New York

Elizabeth Stevenson
Associate Director for Consultant and Public Services
Finger Lakes Library System
Ithaca, New York

Frank T. Wood, Jr.
Member, Onondaga County Public Library Advisory Council
Syracuse, New York

NEW YORK STATE LIBRARY

Joseph F. Shubert
State Librarian & Assistant
Commissioner for Libraries

DIVISION OF LIBRARY DEVELOPMENT

Roberta G. Cade
Director, Division of Library
Development

Carol Ann Desch
Assistant to the Director

R. Edwin Berry
Associate in Library Services

EDITORIAL ASSISTANT

Nicki Bevett
Albany, New York

APPENDICES

APPENDIX A

BYLAWS

Bylaws for public and association libraries should include, but are not limited to:

- Official name and location of the library
- Trustees
  - tenure of office
  - length of term
  - term limitation
  - duties and responsibilities
- Officers
  - delineation
  - nominating committee
  - election meeting
  - duties and responsibilities
- Meetings
  - regular meeting schedule
  - special meeting
  - quorum definition
  - order of business
  - filling vacancies
  - filing of minutes
  - parliamentarian authority
- Committees
  - standing committees
  - how appointed
  - appointment of ad hoc committees
  - approval of committee actions
- Library Director
  - appointment
  - responsibility
  - attendance at board meetings
- Amendments
  - procedures for repealing, amending, or adding
- Dissolution Clause
  - association libraries
- Indemnification Clause

APPENDIX B

PUBLIC LIBRARY ROLES [1]

Public library roles are profiles of library service emphases. Taken as a group, they provide a catalog of library service images. Each role is a shorthand way of describing a combination of factors important in planning:

- What the library is trying to do
- Who the library is trying to serve
- What resources the library needs to achieve these ends

The list below introduces eight library roles. These roles provide a menu for selecting the roles most appropriate for your library's circumstances. The roles presented are generalizations, not absolutes. They encompass most public library contributions to a community, but do not describe all possible library services. The eight library roles are as follows:

Community Activities Center: The library is a central focus point for community activities, meetings, and services.

Community Information Center: The library is a clearinghouse for current information on community organizations, issues, and services.

Formal Education Support Center: The library assists students of all ages in meeting educational objectives established during their formal courses of study.

Independent Learning Center: The library supports individuals of all ages pursuing a sustained program of learning independent of any educational provider.

Popular Materials Library: The library features current, high-demand, high-interest materials in a variety of formats for persons of all ages.

Preschoolers' Door to Learning: The library encourages young children to develop an interest in reading and learning through services for children, and for parents and children together.

Reference Library: The library actively provides timely, accurate, and useful information for community residents.

Research Center: The library assists scholars and researchers to conduct in-depth studies, investigate specific areas of knowledge, and create knowledge.

[1] Excerpted from McClure, Charles R., et. al. Planning and Role Setting for Public Libraries: A Manual of Options and Procedures. Chicago: American Library Association, 1987. Page 28.

APPENDIX C

PERSONNEL POLICIES

Every library should have written personnel policies covering these items. The items suggested below apply to full-time employees. Part-time employees may not be eligible for all benefits. Individual policies will make those exceptions.

Major areas that should be addressed in a personnel policy are:

- Benefits
  - Health and Life Insurance
  - Retirement plan-Social Security, other
  - Workmen's compensation

- Personnel procedures
  - Appointment
  - Grievance procedures
  - Performance evaluation
  - Personnel records
  - Probation
  - Promotion
  - Recruitment
  - Resignations and dismissals
  - Retirement
  - Selection
  - Sexual harassment

- Salaries, Position, Classification

- Schedules, hours

- Staff development, continuing education
  - Continuing education opportunities
  - Formal education
  - In-service training
  - Professional affiliations, meetings

- Vacation and leave
  - Administrative leave
  - Disability leave
  - Emergency leave
  - Holidays
  - Jury duty
  - Leave without pay
  - Parental leave
  - Personal leave
  - Professional and education leave
  - Reserve military duty
  - Sick leave
  - Unauthorized leave
  - Vacation

APPENDIX D

EXISTING STANDARDS FOR PUBLIC AND ASSOCIATION LIBRARIES

Existing standards for public and association libraries have not been revised since 1950. Below are selected passages from the New York State Library publication, **Excerpts From New York State Education Law, Rules of the Board of Regents And Regulations of the Commissioner of Education Pertaining to Public and Free Association Libraries, Library Systems, Trustees and Librarians** (January 1985), which outline current law and regulation in regard to standards for public and association libraries.

NEW YORK STATE EDUCATION LAW

§254. STANDARDS OF LIBRARY SERVICE. The regents shall have power to fix standards of library service for every free association, public and hospital library or, with the advice of the appropriate tribal government and library board of trustees, Indian library which receives any portion of the moneys appropriated by the state to aid such libraries, or which is supported in whole or in part by tax levied by any municipality or district. In the case of a hospital library or a library serving a hospital, such standards shall be established in consultation with the commissioner of health. If any such library shall fail to comply with the regents requirements, such library shall not receive any portion of the moneys appropriated by the state for free, hospital or Indian libraries nor shall any tax be levied by any municipality or district for the support in whole or in part of such library.

REGULATIONS OF THE COMMISSIONER OF EDUCATION

LIBRARIES PART 90
PUBLIC AND FREE ASSOCIATION LIBRARIES

Section 90.1 REGISTRATION OF LIBRARIES. The Division of Library Development shall determine, by inspection and from the reports of public, free association and Indian libraries, whether the requirements of the Regents and of the commissioner for registration of libraries are met. If any library is shown to be operating a service that fails to meet such requirements, registration shall be suspended until they are met, or may be rescinded, and no State or local grants shall be paid for its support.

Section 90.2 **STANDARDS FOR REGISTRATION OF PUBLIC, FREE ASSOCIATION AND INDIAN LIBRARIES.** A public, free association or Indian Library will be registered if it meets standards satisfactory to the commissioner in regard to:

(a) Book collection;

(b) Income;

(c) Librarians and minimum hours. The library, in charge of a competent staff, must be opened at fixed times as follows:

Population	Minimum Weekly Standard Hours
Below 500	6
500 - 2,499	12
2,500 - 4,999	18
5,000 - 24,999	30
25,000 - 99,999	45
100,000 plus	60

(d) Financial report;

(e) Library records;

(f) Classification and arrangement; and

(g) Building and equipment

§90.8 **APPOINTMENT OF LIBRARY PERSONNEL.**

(a) Each registered public, free association or Indian library shall appoint library personnel on or after May 19, 1975, in accordance with the following provisions:

(1) A library which is a member of a public library system and serves a population of 2,500 to 4,999 shall employ as director a person who has completed not less than two academic years of full-time study in an approved college or university, or the equivalent as determined by the commissioner.

(2) A library which is a member of a public library system and serves a population of 5,000 to 7,499 shall employ as director a person who holds a bachelor's degree granted by an approved college or university upon the completion of four academic years of fulltime study, or its equivalent as determined by the commissioner.

(3) A library which is a member of a public library system and serves a population of 7,500 or more shall employ as director only persons who hold the public librarian's professional or provisional certificate or a certificate of qualification. The library shall employ in all other professional librarian positions only persons who hold the public librarian's professional or provisional certificate, a certificate of qualification or a conditional certificate.

(4) A library which is not a member of a public library system and serves a population of 2,500 to 4,999 shall employ as director a person who holds a bachelor's degree granted by an approved college or university upon completion of four academic years of full-time study, or its equivalent as determined by the commissioner.

(5) A library which is not a member of a public library system and serves a population of 5,000 or more shall employ as director and in all other professional librarian positions only persons who hold the public librarian's professional or provisional certificate or a certificate of qualification. The library shall employ in all other professional librarian positions only persons who hold the public librarian's professional positions or provisional certificate, a certificate of qualification or a conditional certificate.

(b) If a registered public, free association or Indian library which employs at least the equivalent of 25 full-time persons who hold the public librarian's professional or provisional certificate, a certificate of qualification, or a conditional certificate shall find it impossible to appoint a holder of such certificate for a professional librarian position, other than director, requiring unusual background or education in a specialized subject field, the library board may submit to the commissioner a statement of the facts involved and request that the position be exempt from the provisions of subdivision (a) of this section. The commissioner, in his discretion, may grant an exemption for such appointment.

(c) Failure by the trustees of any registered library to meet these requirements or observe these regulations shall be deemed a valid reason for the rescinding or suspension of registration.

(d) To provide for uniformity and greater mobility from one position to a similar position in another system, the Library Extension Division shall, from time to time, set up uniform titles and requirements for comparable library positions.

(e) The commissioner may in his discretion excuse the default of a library board in employing a staff member not meeting the requirements of paragraphs (1)-(5) of subdivision (a) of this section and legalize the time so served.

BIBLIOGRAPHY

Criteria for Selection of Public Library Building Projects to Receive Federal Grants in Aid; Title II - Construction, Library Services and Construction Act. The New York State Library. Albany: The State Education Department, annual.

Excerpts from New York State Education Law, Rules of the Board of Regents and Regulations of the Commissioner of Education Pertaining to Public and Free Association Libraries, Library Systems, Trustees and Librarians. Albany: The State Education Department, January 1985.

Handbook for Library Trustees of New York State. Albany: State Education Department, 1984.

Library Service to the People of New York State; A Long-Range Program for the Improvement of Library Services Utilizing Local, State, and Federal Resources. The New York State Library. Albany: The State Education Department, annual.

McClure, Charles R., et. al. Planning and Role Setting for Public Libraries: A Manual of Options and Procedures. Chicago: American Library Association, 1987.

Meeting Information Needs of the 80's. Report of the Commissioner's Committee on Statewide Library Development. Albany: The State Education Department, 1981.

Smilmak, Mary Ann et.al. Library Policy Manuals for the One Person Library. Binghamton: Four County Library System, 1985. (This looseleaf manual may be available from your public library system. If not, you may request a copy via interlibrary loan from Four County Library System).

Standards for Adult Services in Public Libraries in New York State. Standards Committee and Sub-committees of the Adult Services Section of the New York Library Association. New York: New York Library Association, June 1972.

Standards for Youth Services in Public Libraries of New York State. Task Force on Standards for Youth Services, Youth Services Section, New York Library Association. New York: New York Library Association, July 1984.

Typical Class Specifications for Professional Positions in Public Libraries under Civil Service. New York Library Association. New York: 1974.

Van House, Nancy A., et. al. Output Measures for Public Libraries: A Manual of Standardized Procedures, 2nd ed. Chicago: American Library Association, 1987.

Wheeler & Golhor's Practical Administration of Public Libraries, completely revised by Carlton Rochelle. New York: Harper and Row, 1981.